

Mayor's Office of Human Services



Request for Proposals (RFP)

Human Services Local Impact Aid for the Park Heights Master Plan area

FY 2013 – 2014 Video Lottery Terminal Revenue Spending Plan

The Mayor's Office of Human Services is making competitive grant funding available to local community organizations, local government agencies, non-profits, and faith-based organizations to work in collaborative partnerships to meet the needs of local youth in the Park Heights Master Plan area. Funding for this RFP has been designated to the Park Heights Master Plan area through legislation that authorizes the operation of Video Lottery Terminals, or slots, in the State of Maryland. As part of the legislation, a percentage of slots revenue is to be annually allocated to select communities for local human services programming. The neighborhoods benefiting from this revenue wish to fund innovative programs through this RFP that meet the needs of the Park Heights Master Plan area (also known as the Park Heights and Pimlico neighborhoods) youth, by getting youth physically off the streets and engaged in regular, positive youth development programming.

Within this document you will find more details regarding the funding priorities identified by the community, the guidelines for RFP submission, the requirements of the grantees, the description of the review and selection process of proposals, and the Mayor's Office of Human Services' (MOHS) expectations for grantees during the Fiscal Year 2014/2015 funding cycle.

Application Submission Deadline:

October 1st, 2013 4:00 PM

Applicants must submit all application components electronically to mohs@baltimorecity.gov by the above date and time. Only electronic submission will be accepted. Failure to adhere to all of the guidelines and instructions included within this RFP will result in a proposal not being fully reviewed or considered for funding.

The successful applicant must be comprised of a minimum of two organizations that together submit a single collaborative application addressing the need for programming that engages at-risk youth, with a preference for serving those youth between the ages of 15 and 24, during an 18 month grant period.

Organizations meeting the requirements outlined in this RFP must:

- Currently or have a history of operating human services programs targeting youth in the Park Heights Master Plan area; and
- Enter into a collaborative agreement, with an executed MOU, with other local social service organizations to leverage a greater degree of resources and produce a greater impact in the area of youth development. **If the collaborative application has a minimum of three organizations**, the requirement of a previous or current history of operating in the Park Heights community may be waived for **one** organization in the collaborative partnership.
- Propose an innovative and detailed approach that collectively gets youth off the street and is informed by the leading best practices and research-based interventions in what works for engaging youth, by

appropriate age groups, who may be disconnected from the school system and other community supports.

- Provide both long range vision, goals, outputs and outcomes for their program over time, but will also detail the measurable and visible difference their work will achieve in the Park Heights community within the first 18 months, the grant period, of program operation.

Purpose of the RFP

Video Lottery Terminal – Pimlico Area Local Impact Aid

The Maryland Education Trust Fund – Video Lottery Terminals Legislation (2007 SB 3) designates 5.5 percent of revenue generated by Video Lottery Terminals (**VLT**), or slot machines, in Maryland be allocated to the designated census districts located directly around the area where VLTs are installed or where racetrack facilities are situated. The funding designated to local communities from VLT revenue is intended to support community and economic development in the area, described as the “local impact area.” The original legislation made VLT funding available to local impact areas for a period of 15 years, beginning in Fiscal Year 2012. An amendment to this legislation, made in 2012, extended the period of revenue receipt from 15 years to 20 years. Thus, VLT funding to support human services programming in local impact communities will be made available to the Park Heights Master Plan area through 2032. The legislation requires that each receiving jurisdiction develop a strategic spending plan directing the use of funding in order to have the greatest impact on the local receiving community.

Of the 5.5% of total revenue generated from VLT facilities in Baltimore City, Anne Arundel County and Prince George’s County, each local community is required by legislation to compose a multi-year spending plan detailing the community’s priorities and strategies for how VLT revenue will be prioritized and disbursed. To that end, the Park Heights Master Plan has been designated to receive a total of \$6,000,000 in slots revenue for Fiscal Year 2013 and 2014. Ten percent (10%) of the total revenue allocated to the Local Impact Area is being dedicated to projects in human development and human services, totaling \$600,000 from this fiscal period. The Pimlico Area Local Impact Aid Plan requires that the human services strategies for which funding is allocated be aligned with the Mayor’s Priority Outcomes for Baltimore City and be selected in accordance with input received from the local community. For further reference, the draft plan for the Pimlico Area Local Impact Aid can be found at:<http://pcdabaltimore.files.wordpress.com/2013/04/final-slots-revenue-spending-plan-fy-13-14-with-appendices.pdf> .

Community Process to Identify the Priorities

During the months of May and June of 2013, the Mayor’s Office of Human Services, in coordination with the Baltimore City Office of Planning, convened three focus groups, and two meetings with approximately 75 community members from the Park Heights Community and representatives of both the Pimlico Community Development Authority and the Park Heights Renaissance. Through a planning and prioritization activity facilitated by consultants from the Annie E. Casey Foundation, the convened groups of community members and leaders reviewed data applicable to the Mayor’s Priority Outcomes from both 2005 and 2013. The participants were asked to identify the human services priorities that remain relevant to the local community. Through the community needs identification process, the group identified an overwhelming need for youth development, with secondary needs in the areas of mental health and HIV and STI programming in the Park Heights Master Plan area.

The community together defined the scope of this RFP to identify and fund innovative interventions that get youth, who are regularly seen out in the streets of the local area, physically off the streets and into positive youth development programming. The community specifically referred to a target youth population of older youth (ages 15-24), who are perceived to be disconnected from the school system and other youth supports. This population may require non-traditional approaches for engagement. Projects funded through this RFP will have a preference for youth in the 15-24 age range, however, programs serving youth of any age will be considered for funding.

Key Parameters for the RFP

1. High Impact Interventions and Programs

As identified during the community process, both the Mayor's Office of Human Services and the Park Heights Master Plan area (also known as the Park Heights and Pimlico neighborhoods) community members in attendance, wish to see the funding available through this RFP have the greatest impact toward meeting the community's priority of getting youth off the streets and engaged in positive youth development. To ensure that the successful applicants make measurable progress during the initial 18 month funding period, the following conditions apply:

- **Only collaborative applicants with established relationships in the Park Heights/Pimlico neighborhoods through human services and/or youth development programs** are eligible to respond to the RFP. An established relationship means a minimum 2 years' experience in operating programs that benefit the residents of the Park Heights/Pimlico area.
- **This RFP targets only those organizations with the capacity to manage a grant award of a minimum of \$200,000 during the course of the 18 month grant period.** Such capacity will be determined through an evaluation of the organizations' past experience in managing a grant of such magnitude, the current and proposed staffing plans of the organizations, as well as, the percentage the grant would comprise of the total combined agency budgets.
- **The RFP does not set a target number of youth to be served under this RFP, but seeks quality, cost-effective approaches.** It is up to the applicant organizations to determine and justify the number of youth they propose to serve over the course of the 18 month grant period. The successful applicant should substantiate the number of clients to be served in a realistic and rational way. The target number of participants should be justified in the proposal based on the organizations' past experience and performance in service delivery.

Overall, MOHS seeks quality programs that maximize the funding available in order to achieve the intended outcome of getting youth off the streets and into programs that will lead to positive outcomes.

2. Collaborative Approaches Demonstrating Innovation in Youth Development and Informed by Research-based, Best or Promising Practices.

To ensure that the interventions funded through this RFP achieve the intended high impact outcomes desired by the community and result in a visible change in the presence of youth on the streets of Park Heights Master Plan area, the successful applicant will:

- **Submit a single proposal through a collaborative effort.** The successful applicant will consist of a **minimum** of two (2) collaborating agencies that will enter into a formal Memorandum of Understanding (MOU) in order to carry out the activities described in their scope of work. The purpose of the collaborative proposal is to leverage, to a greater degree, the organizations already working in the Park Heights/Pimlico neighborhoods, their knowledge and experience with the community, and resources that already exist to serve youth. MOHS recognizes that a fully executed MOU may not be possible in the period allotted for response to the RFP. Thus, at the time of application, the successful applicant agencies must be able to substantiate evidence that the process for establishing a formal MOU between the applicant partners is in progress. Prior to the issuance of contracts and disbursement of funds, the successful applicants must produce copies of executed MOUs to MOHS. Contracts will begin on January 1st, 2014, with final negotiations of contracts slated to occur around December 5th, 2013 during which time formal MOUs shall be in place (this is an anticipated date and subject to change).
- **Demonstrate that the collaborative applicants have sufficient history and experience in serving the Park Heights and Pimlico youth population** in order to identify innovative approaches appropriate to the experiences, needs, and barriers faced by the target population. Each applicant organization will need to detail their history and track record in serving youth in the Park Heights community, such that they have the knowledge and capacity to scale up or implement programming that will meet the stated outcome. If the collaborative application has a minimum of three organizations, the requirement of a previous or current history of operating in the Park Heights community may be waived for one organization in the collaborative partnership.
- **Demonstrate that the applicants have meaningfully included the voice, experience, and participation of the youth to be served in the development of a project model.** MOHS, in partnership with the Park Heights and Pimlico communities, wishes to see a departure from “business as usual” approaches to youth development. In step with best practices in youth development, youth voice and guidance at every phase of planning, implementation, operation and evaluation must be a key element to the successful applicants’ approach.
- **Demonstrate that the proposed approach is informed by research-based, best or promising practices in the area of youth development.** The successful applicant will use appropriate descriptions and citations to support the merits and track record of the model or program components incorporated in their service delivery approach. Special attention will be paid to this requirement, recognizing that the target population for this RFP is largely disconnected and hard-to-reach through traditional models of youth programming. The successful applicant will demonstrate how implementation and fidelity to the proposed models have been successful in other communities with similar groups of youth.

3. Achieving Program Sustainability through Program Evaluation and Organizational Capacity Building

The purpose of the VLT funding is to support local efforts that meet the identified community needs. The nature of this funding provides a unique opportunity to identify quality, replicable programs, capable of producing measurable impacts and constant gains over the term of VLT funding. To capitalize on a 20 year funding stream for human services work for the Park Heights community, MOHS, aims to identify, build relationships, and support sustainable programming that can potentially be built over a period of time with the support of VLT funding and produce reliable outcomes for Park Heights and Pimlico area youth.

- **Using the framework of Results Based Accountability, the successful applicants will provide within their scope of work a vision statement, goals, outputs, and outcomes over the lifetime of the intervention they propose.** The timeline and phases of implementation are to be determined by the successful applicant, but should be based on the organizations' past experience and the experiences of other similar successful organizations in the field. The program sustainability model should depict how the local community will be better off during a five-year, ten-year time frame, etc. as deemed appropriate by the service delivery model.
- **The successful applicant will substantiate measurable outcomes to be achieved during the initial 18-month funding period.** Applicants will be funded using performance-based contracts and thus, the applicant must substantiate, within reason, the outcomes that will be achieved during the first funding year.
- **Participation in a formal program evaluation throughout the course of the funding cycle.** The successful applicant will be required by contract to work with the evaluation team selected and retained by MOHS to establish the metrics and outcomes to be evaluated over the course of the grant. It will be the sole responsibility of the successful applicant to follow the data collection and tracking procedures established with the evaluation team during the grant period, though not without reasonable support from the evaluation team. The purpose of an evaluation is to demonstrate to the community the extent to which the identified priorities are being addressed, to hold grantees accountable for the program model and metrics they establish, and to build the evidence base of what works in Baltimore communities and for Baltimore youth.
- **Participation in quarterly capacity building to facilitate successful collaborative programming required.** Acknowledging that many organizations are not currently working in direct collaborative partnerships, the successful applicant organizations will have access to ongoing technical assistance around successful collaborative program implementation and operation. The details of the capacity building and technical assistance programming will be determined and developed in collaboration with the successful applicants once they are selected.

Human Service Priorities for the RFP

Primary Priority: Youth Development

Community members who participated in the planning sessions for the development of this RFP identified a primary need for youth development targeting youth between the ages of 15 and 24, sometimes referred to as Opportunity Youth. The community identified older youth, seen “hanging out,” or generally present in the Park Heights and Pimlico communities’ streets, as a predominant issue. Through this RFP, community members wish to see innovative youth development programming conducted in out-of-school settings, engaging hard-to-reach older youth who may not be connected with school or other services in the community, and provide them with productive “places to be.” MOHS, through this RFP, also recognizes that youth of all ages in the Park Heights and Pimlico communities are in need of expanded or improved out-of-school-time activities and programming. Thus, while there is a priority for programs serving older youth, MOHS will consider proposals that serve youth of all ages in the local community, in addition to the target group identified during the community planning sessions.

There is no preferred model or program approach for programming. However, the successful applicant will propose a model to literally get youth off of the streets on a daily basis and engage them in productive and positive youth development programs that promote healthy lifestyles, responsible choices and build the skills to live productive lives in their communities.

The RFP requires that respondents define their own specific indicators and outcomes to be achieved through the success of their interventions. These indicators and outcomes set forth by the successful applicants must be informed by and address the key issues that exists in the Park Height and Pimlico community. The following community challenges have been identified:

- School dropout Rate: 7.8%
- High School Students Missing 20+ Days of School: 47.8% annually
- Juvenile Arrest Rate: 215.0 per 1000
- Homicide Rate: 43.7 per 10,000
- Non-Fatal Shooting Rate: 88.1 per 10,000
- Unemployment Rate: 17.5%

- Poverty Rate Among Families: 25.9%
- Teen Pregnancy Rate: 89.4 per 1,000

Secondary Priority: Mental Health

Within the needs identified by the community, mental health services were also a key priority. Thus, the successful applicants will also incorporate components that assess and care for the mental health needs of the youth served.

It is essential that any mental health services rendered as part of this RFP are done so by individuals and/or organizations with appropriate authorization to provide mental health care as outlined by Maryland Regulations (see COMAR section 10.21: Mental Hygiene Regulations) and the respective professional licensing boards. The Baltimore Mental Health Systems (BMHS) notes four following indicators to demonstrate the need for mental health services for Baltimore City youth in Fiscal Year 2012:

- 1 out of 20 (7,761) children have serious emotional impairment.
- 16,220 children/adolescents received public mental health services.
- 81 youth were diverted from institutional Residential Treatment Centers into community-based care.
- 4,666 students in 102 of the City's 196 public schools received mental health services in prevention and treatment services.

Secondary Priority: HIV & STIs

Like the attention to mental health needs, the Park Heights and Pimlico communities identified HIV and STI education, testing, and treatment, as well as care and support for those living with HIV and AIDS as key needs in the community. Thus, the successful applicants will also incorporate HIV and STI education and support components into their scope of work in serving youth, which prevents transmission, recognizes and de-stigmatizes safe sex activities that prevent transmission, as well as promotes and makes testing accessible. Programs that serve youth living with HIV/AIDS will be adequately staffed and prepared to assist youth with coping and living healthy, safe and productive lives and help connect youth with the appropriate public health, clinical, and community resources that exist in Baltimore.

It is essential that testing and counseling in HIV/AIDS rendered as part of this RFP are done so by individuals and/or organizations with appropriate authorization as outlined by Maryland Regulations (see COMAR section 10.19: Human Immunodeficiency Virus and Acquired Immunodeficiency Syndrome) and the respective professional licensing boards.

Granting Parameters and Process

Grant Terms

Grant Period: January 1, 2014 – June 30, 2015 (18 months)

Anticipated Number of Awards

The Mayor's Office of Human Services expects to make at most three (3) grants of a minimum of \$200,000 each, or at least one (1) grant of a maximum of \$600,000. The collaborative applicant must consist of a **minimum** of 2 partner agencies/organizations and demonstrate that they together have the capacity to manage a grant of the total that is requested by the collaborative applicant. The successful applicant also must be able to leverage 25% of the total project budget through additional community resources in order to produce the greatest impacts for the Park Heights/Pimlico communities. Proper documentation of leveraging through letters of support is required for submission. It is essential that the services delivered through this RFP be done so in an efficient and cost-effective manner.

Applicant Eligibility

- 1) Applicants must:
 - Qualify as a non-profit corporation with current 501c(3) status or a public entity; AND
 - Have a minimum of a two (2) year track record in providing human services in the Park Heights/Pimlico area (unless one organization is waiving this requirement).
- 2) Applicants must provide the following documents for each organization being considered as a collaborative partner for funding:
 - A Certificate of Good Standing with the State of Maryland;
 - Two (2) most recent audited financial statements;
 - Total Annual Operating Budgets for each of the collaborative applicant partners;
 - Memorandum of Understanding (or evidence that the legal process is in progress) between the collaborative partners;
 - Proof of appropriate authorization/licensure to provide mental health services and HIV/AIDS testing and counseling as outlined in COMAR, or proof of outside partnering organizations or leveraged services from organizations with the appropriate authorization/licensure.

Key Dates and Deadlines (Subject to Change)

Bidder's Conference: August 19th, 2013 at 6:00 PM at the Zeta Community Center, 4501 Reisterstown Road, Baltimore, MD 21215

Submission Deadline: October 1st, 2013 at 4:00pm (Only electronic submission will be accepted/Late or incomplete submissions will not be reviewed.)

Notice of Award: November 1st, 2013

Contracts Issued: December 5th, 2013

Disbursement: January 1st, 2014

Contracts Start: January 1st, 2014

Review and Selection Process

Review Panel

Submissions will be reviewed and rated by a panel comprised of Park Heights/Pimlico community members involved in the development of this RFP and local leaders in Baltimore's human services field with experience, knowledge, and expertise in the areas of youth development.

Review panelist will serve at the invitation of MOHS. Careful attention to ensure that review panelists do not have a conflict of interest will be exercised.

Criteria for Proposal Scoring

The following criteria will be used in determining which submissions will be awarded grants:

- Compliance with all RFP guidelines and priorities;
- An existing or forming collaborative partnership between the organizations that make up the collaborative applicant that instills confidence that they are well-suited to work together and will be successful in accomplishing the work outlined in their scope of work;
- A demonstrated and strong track record that establishes the organizations' abilities and capacities to perform the activities and services described in the proposal; the organizations also demonstrates that they have experience in implementing and/or scaling up such interventions;
- A clear indication that youth voice and experience was involved in the development of the proposal and that the collaborative applicant has a commitment to including youth voice at all stages of the project.
- Clear, compelling and realistic scope of work with clear evidence that demonstrates a quality approach and justifies the targets, outcomes and service delivery model they propose based on and informed by the past experience of the collaborative applicant organizations;
- A clear and detailed description of the evidence-based ,best practices or promising practices the program uses or is informed by;
- A clear connection to the community priorities and the identified indicators on page 6 of the RFP.
- A demonstrated capacity to collect, manage, and utilize participant level and programmatic data, and to share that data with MOHS and the evaluation partner;
- An adequate staffing structure to fulfill the service delivery model described; the staff is adequately experienced and trained; the collaborative organization demonstrates a commitment to staffing

excellence and opportunities for appropriate professional development in order to provide quality youth programming;

- A clear and concise operating budget that reflects transparency, accountability and cost-effective approach that maximized the funding available and the impacts to be made;
- A leveraging portfolio that demonstrates that the collaborating partners are well connected to the breadth of resources available to serve youth in the greater Baltimore community, particularly tailored to older youth; leveraging also demonstrates that services and programming to be provided by the applicant is not duplicated by other local service partners and will contribute to the intended impact of this RFP.

Announcement

Funding decisions are anticipated to be announced November 1st, 2013, but is subject to change. MOHS will communicate with all applicants in the process if any deviations from the schedule occur.

General Terms and Conditions

Reporting

All grantees must submit quarterly financial and programmatic reports to MOHS. This includes, but is not limited to a narrative detailing progress, data specified in the grantees scope of work, and line item financial information.

Training, Technical Assistance and Participation in Program Evaluation

Grantees will be required to attend training opportunities as identified by MOHS and its partners during the duration of the VLT grant period. Grantees must also participate in any technical assistance proffered by MOHS during the grant period as well as in the program evaluation activities to be developed in consultation with the successful applicants.

Additionally, grantees may include in their budgets a line item for training opportunities at local, state and regional conferences or other training venues in topics related to this RFP (youth development, mental health, and HIV/STI). The purpose of the training should be to provide opportunities for professional development for staff working directly on the project funded by this RFP and to provide quality interventions and services to youth through the use of the leading best practices and most recent developments in the topic areas. Training identified by the grantee may not exceed a total of 2.5% of the total staff budget. (e.g. if the staffing budget is \$100,000, no more than \$2,500 may be requested for training opportunities at conferences or other capacity building venues.)

Data Collection

Grantees must have the capacity to collect, manage, and utilize participant level program data through some data management system, which is maintained and operated by the applicant agencies, and with the proper policies and procedures in place.

Grant Award

The submission of a proposal does not in any way guarantee an award. MOHS is not responsible for any costs incurred by the applicant organizations related to the preparation of a proposal in response to this RFP. MOHS reserves the right to withdraw an award prior to the execution of a contract with a grantee, at its sole and absolute

discretion. Individual contracts will be awarded to each Grantee organization within the collaborative partnership. All grantees shall submit to contract requirements as set forth in City, State and Federal laws, regulations or guidelines. Performance based contracts will be issued to grantees developed in accordance with the content submitted through the scope of work and other application components. Failure to meet the self-described benchmarks and outcomes in the contract may result in the cancellation of a contract if MOHS does not believe that the grantee has the capacity to continue with the project as contracted. To evaluate progress, grantees will submit quarterly financial and programmatic reports to MOHS.

Renewal Option

The grant period is for 18 months. Dependent on the subsequent fiscal year's VLT revenues and each individual funded program's performance, renewal of funding for successful and well-poised programs may be possible. Each renewal program would be required to submit a proposal through a renewal application process to be eligible for renewal funding through an additional grant period. Renewal funding cannot be guaranteed to any project.

Submission Information

For an application to be considered for funding, the collaborative applicant organizations, together, must submit a **single** application with the following items via email to: MOHS@baltimorecity.gov by October 1, 2013 by 4:00pm. Within the subject of the email, write "VLT RFP."

1) Proposal Narrative Components

- a. **Nature of Partnership and Commitment to Collaboration**
- b. Experience of Collaborating Partners
- c. Scope of Work
- d. Youth Involvement
- e. Program Quality, Data Collection, and Evaluation
- f. Staffing
- g. Leveraging
- h. Contingency Plan

2) Budget and Budget Narrative/Justification

3) Addendums:

- a. Documentation of 501(c)3 status (for each organization)
- b. Certificate of Good Standing with the State of Maryland (for each organization)
- c. Memorandum Of Understanding; or clear process documents that evidence the forming legal partnership and the ability to be finalized prior to contracting
- d. Two (2) most recent audit financial statements (for each organization)
- e. Annual Agency Operating Budgets (for each organization)

- f. Calendar of Implementation and Key Milestones
- g. Proof of appropriate authorization/licensure to provide mental health services and HIV/AIDS testing and counseling as outlined in COMAR, or proof of outside partnering organizations or leveraged organizations with the appropriate authorization/licensure
- h. Organizational chart demonstrating the relationship between the two organizations
- i. Position descriptions and resumes for key personnel involved in the project
- j. Leveraging Letters

Proposal Narrative

Directions: Proposal Narrative must meet the following parameters:

- Narratives may **not be longer than 12 pages** (excluding attachments and addendums); all pages must be numbered.
- Font size must be **no smaller than 12 pt.**; margins must be no smaller than 1 inch.

- 1) Nature of Partnership and Commitment to Collaboration:** Describe the nature of your organizations' partnership and the how your approaches in working in youth development will change or be improved by working in partnership.
 - a. Discuss your commitment to working in collaboratively;
 - b. Demonstrate how your organizations have shared or complimentary visions, goals, and desired outcomes that lead you to enter into this partnership;
 - c. Discuss how your specific collaborative partnership will result in advancing the proposed project and what additional resources you are able to leverage together through a collaborative partnership;
 - d. Describe the potential barriers to a successful collaborative partnership that you have identified and the plan to overcome those barriers over the course of the grant period.
- 2) Experience of each Collaborating Partner:** Describe each individual organization's history and track record in serving the Park Heights/Pimlico neighborhoods (or other neighborhoods if a partner waiving the history requirement) and the program/s each organization currently operates.
 - a. Discuss your expertise and competency in delivering the proposed program expansion or innovation, and make the case that your efforts will meet the outcomes you propose.
- 3) Scope of Work:** Provide a detailed description of the youth development programming propose that would get youth off the streets and engaged in positive programming. There is a preference that the scope of work be presented using a Results Based Accountability format, laying out the results to be achieved, the indicators by which progress and success will be measured, and the detailed strategies that will be used to achieve these

results. The activities that compose the scope of work should be informed by and justified by the organizations' past experience.

- a. Provide details for the program operation and success, particularly the number of individuals to be served, the nature, location, duration and frequency of services;
- b. Describe the outcomes you seek to achieve and provide a logic model which guides the results be accomplished during both the 18 month funding period and with a longer range focus.

Addendum: Create a project calendar that outlines the scale up or the implementation of the program, detailing the various components and the expected outcomes from October 2013-September 2014. Attach this calendar as an addendum to the proposal.

4) Youth Involvement: Discuss the process of including youth voice in the development of the proposed model for youth development in the Park Heights neighborhood.

- a. How were youth identified and engaged;
- b. To what extent were their ideas and desires incorporated into the proposal;
- c. How your collaborative partnership will maintain a strong youth voice in all aspects of this project.

5) Program Quality, Data Collection and Evaluation: Describe your collaborative partnership's commitment to program quality and the steps you take to support/monitor program quality. Describe how you propose to measure the impact of your proposal. The process and metrics presented should denote a framework, informed by Results Based Accountability, for evaluating the intervention detailing how much will be done, how well it gets done (timeliness, attendance, satisfaction, costs, etc.), and the degree to which anyone is better off, both participants and the greater community for having participated (behaviors, attitudes, consequences, circumstances, knowledge and skills).

- a. Provide some evidence demonstrating the quality of the programs you operate;
- b. Tell us how your use of data has improved your programs during the past year. Include a discussion of your data collections tools and practices, and your organizations' capacity to manage and utilize data for performance management;
- c. Discuss the evaluation components that you would like to seem implemented and the capacity building needs you foresee in your partnership.

6) Staffing: Describe the team of staff members that will be contributing to this project. Include their names and their experience in implementing this type of work. If new positions will be created for this program, indicate the required qualifications and experience for those team members. Indicate any required hiring plan to staff up by the time contracts begin.

- a. Describe any training needs for current or prospective staff that would be beneficial to achieving the work outlined in your scope of work;
- b. Please detail how the organization will provide opportunities for professional development for staff related to this project; list any known opportunities for professional development, training and skill development in the area of youth development, mental health, and HIV/AIDS located locally, in Maryland, or regionally.

Addendum: Provide an organizational chart demonstrating the relationship between the collaborative organizations.

Addendum: Submit position descriptions and staff resumes.

- 7) **Leveraging:** Describe additional resources that your organizations will leverage to support your proposed program through investments (amongst one another and in the greater community/city).
Addendum: Evidence of leveraging should be demonstrated through already executed MOUs held by each collaborating partner, or through letters of support from partners detailing the services to be leveraged.
- 8) **Contingency Plan:** If your proposal were to receive partial funding, please identify the program components that could stand alone and still be implemented with quality.
- 9) **Project Budget and Budget Narrative/Justification (not included within the 12 page limit)**
- a. **Project Budget**, which indicates clearly the comprehensive itemized costs of scaling up or implementing the proposed program; separate personnel costs from program costs.
 - b. **Budget Narrative/Justification** detailing how funding will be utilized in each category. The narrative will explicitly demonstrate any divisions in labor, program component, resources, etc. between the collaborative partners. The narrative will also justify the overall level of funding requested.